MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017/2018

BKM2024 – KNOWLEDGE AUDITING AND MAPPING

(All Sections / Groups)

14 MARCH 2018
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 5 pages with 3 questions only.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A (50 marks)

iSmart is a large smartphone manufacturer based in Malaysia that will be celebrating its fifth anniversary this year. It has approximately 1,500 employees with close to 1000 based at its headquarters and the remaining based at its regional centre and branch office. In terms of operations and structure, iSmart is divided into four key functional areas which are quality assurance, sales, operations and support.

Since its founding, iSmart has been a knowledge-centric organisation and has placed a great deal of emphasis on developing a knowledge-based culture and working environment. The Human Resources Department has always focussed on the development of its talents and has always worked towards recruiting high quality talents. Some of the key initiatives taken to enhance the knowledge and skills of the employees are the talent development programme that provides sponsorship to employees to pursue their studies in areas that are related to iSmart. Over 100 employees have managed to acquire their bachelor's and master's degrees through this programme. Apart from that, the company has implemented a job rotation and job sharing programme among its operational staff to ensure that they possess a wider range of skills and understand what is happening in the other functions or task areas.

In terms of organisational structure, it has a matrix-based structure that is driven by projects to ensure that the organisation is responsive to the needs of the market and industry. Over the years, iSmart has invested a huge sum of money in its computing infrastructure. Among the key IT applications are the enterprise resource planning system and the cloud-based business analytics applications that are available to the sales team. A knowledge audit has been recently conducted using secondary data obtained through the document review and analysis method by the organisation to understand the state of the knowledge management practices in the organisation. The top management opted for the document review and analysis method as they felt that this method would be adequate for the audit and would not impact the operations of the organisation.

The findings indicate that the knowledge and skills of the employees are still based on the functional areas of the organisation i.e. quality assurance, sales, operations and support. Experts in the quality assurance area are Jason, Kavi, Clara, Wendy, Bill and Rizal. Jason is based at the headquarters, Kavi and Clara at the regional centre while Wendy, Bill and Rizal are at the branch office. For sales, the experts are Yeo at the headquarters, Aaron at the regional centre as well as Albert and Ariff at the branch office. For the operations area, there are James (headquarters), Greg (regional centre) and Sue (branch office). Finally, for the support area, Dan and Steve are based at the headquarters.

For each functional area, the specific knowledge areas tend to be different and the following categories were identified from the previous KM audit:

- Quality assurance: planning, policy, audit
- Sales: local; international
- Operations: supplies, production, distribution
- Support: IT; facilities maintenance; human resources

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For the quality assurance area, there are different types of skills required for each category of knowledge. Strategy and forecasting are the two skills in the planning category. Jason has high levels of expertise in strategy while Wendy and Rizal are highly skilled in both strategy and forecasting.

For policy, the four categories of knowledge are development, records, legal and compliance. Jason has high levels of expertise in development while Clara, Kavi and Wendy have low levels of expertise in records. On the other hand, Bill has medium levels of expertise while Rizal as high levels of expertise in legal.

For audit, the two categories of knowledge are operations and reporting. Only Jason has high levels of expertise in operations while Wendy, Bill and Rizal are skilled in the reporting area. Wendy and Rizal have low levels of expertise while Bill has medium levels of expertise in reporting.

(Note: this is a fictitious case developed for assessment purposes)

QUESTION 1

(a) (i) Based on the knowledge asset categories explained by Dalkir (2005) and Delgado et al. (2011), provide examples of any **THREE (3)** knowledge asset categories from the case. (6 marks)

(ii) Comment on the strength and weakness of the organisation in the case study in managing its knowledge assets. (4 marks)

(b) When conducting a knowledge audit, it can be conducted at the various levels within an organisation. For the case of iSmart, determine the various levels at which this knowledge audit was conducted and comment on the suitability of the selection of these levels in the organization. (12 marks)

(c) Based on the findings of the most recent KM audit, the organisation would like to map its knowledge and understand where specific knowledge and expertise are located. You are required to:

(i) develop a **knowledge source map** for the organisation. (4 marks)

(ii) draw a **knowledge asset map** for the 'Quality Assurance' division. (9 marks)

(iii) develop a **knowledge structure map** for **all** the skill areas in the 'Quality Assurance' division. (9 marks)

(iv) based on the knowledge maps developed in (c) (i), (ii) and (iii), recommend an appropriate action that should be taken and your justification for this recommendation. (6 marks)

(Total: 50 marks)

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SECTION B (50 marks)

QUESTION 2

(a) (i) Define 'organisational structure'. (4 marks)

(ii) Resistance to change in the organisational structure may arise when the organisation moves towards a knowledge-based structures. Briefly discuss any **FOUR (4)** strategies that can be employed to reduce this resistance from employees. (8 marks)

(b) BestTech has 10,000,000 shares of common stock outstanding with a market price of $100 per share. BestTech has reviewed the book values of all of the debt and equity issued and adjusted it to a cash equivalent value of $800,000,000. In arriving at the $800,000,000 BestTech reversed out the negative effects on equity, such as extraordinary losses. Last year BestTech had a Market Value Added of $100,000,000.

(i) Calculate the Market Value Added for BestTech. (2 marks)

(ii) Calculate the Standardised Market Value Added for BestTech. (5 marks)

(c) Briefly explain any **THREE (3)** principles of good survey question/questionnaire writing. (6 marks)

(Total: 25 marks)

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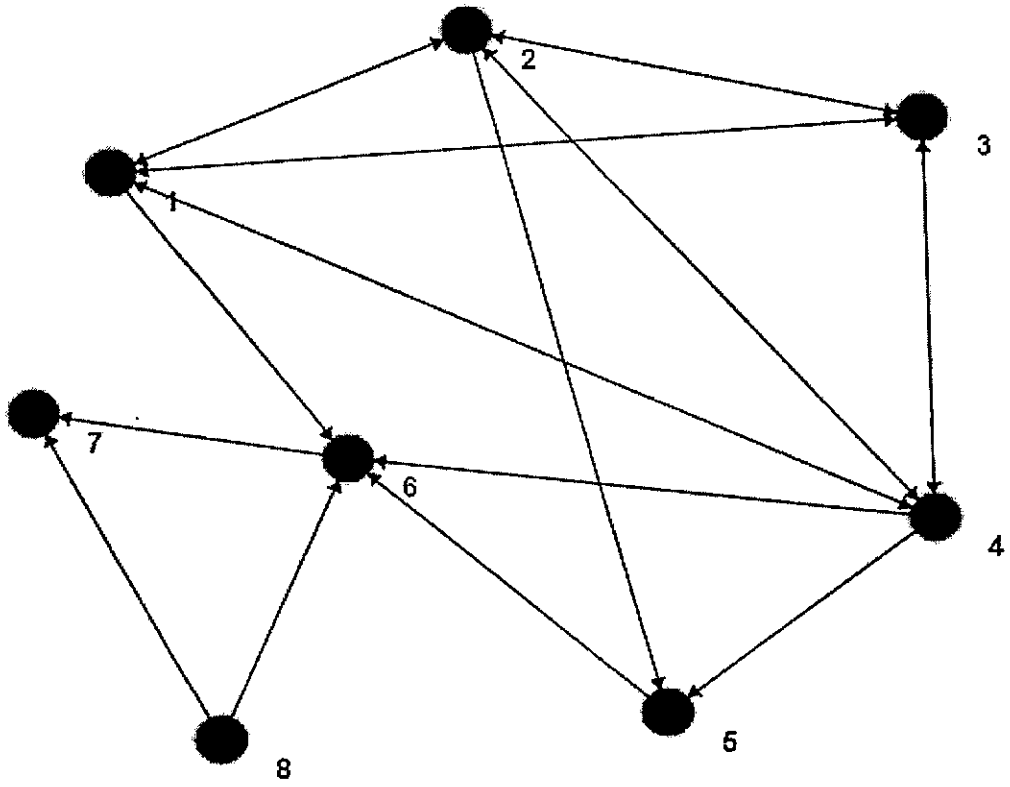
QUESTION 3

A social network analysis was conducted for a department in an organisation and the findings were analysed using SocNetV. Based on the adjacency matrix entered, the following sociogram and results were obtained.



Diameter = 3.0
Density = 0.35714

Node	Indegree	Outdegree	Eccentricity	Betweenness	Information Centrality
1	3	4	2	0.03968	0.13906
2	3	4	3	0.02381	0.13311
3	3	3	3	0.00000	0.11678
4	3	5	2	0.06349	0.15101
5	2	1	2	0.01587	0.12625
6	4	1	1	0.11905	0.15833
7	2	0	0	0.00000	0.08773
8	0	2	1	0.00000	0.08773

(a) Comment on the linkages of this social network. (2 marks)

(b) Which nodes receive and transmit the most within the group? Explain. (4 marks)

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(c) Which node is the most influential in the network? Why? (4 marks)

CLIQUE COUNTS BY VERTEX

Node	2-Vertex	3-Vertex	4-Vertex
1	3	3	1
2	3	3	1
3	3	3	1
4	3	3	1
5	0	0	0
6	0	0	0
7	0	0	0
8	0	0	0

AGGREGATE COUNTS OF CLIQUES
2-Vertex cliques: 6 (max: 28)
3-Vertex cliques: 4 (max: 56)
4-Vertex cliques: 1 (max: 70)

(d) (i) What are the knowledge management implications of having cliques in an organisation? (2 marks)

(ii) Based on the analysis provided, identify a 3-vertex and a 4-vertex clique that is present in the network. (2 marks)

(e) Based on your observation of the analysis and sociogram, suggest any **TWO (2)** actions that should be taken by the organisation to improve knowledge sharing within this network. (6 marks)

(f) When introducing a new knowledge management tool or approach in an organisation, it is important to ensure proper communication of strategies and changes to the employees. The Multi Step Flow Theory by Katz and Lazarsfeld (1955) is useful in aiding this process. Briefly explain how this theory can inform knowledge management practitioners when formulating knowledge management strategies. (5 marks)

(Total: 25 marks)

End of Paper